

Benefits for Businesses Supporting Sport on Different Stages of Collaboration

Benefits of Cross-sectoral Collaboration in Sports on Different Stages of Collaboration
Continuum

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International Business
Bachelor's Thesis
Supervisor: Dominika Mirońska
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Objectives

Objective of the research is to analyze social and economic benefits that may occur for businesses as a result of cross-sectoral collaboration with athletes, sport events and clubs, mainly from the customer perception. The research explores cross-sectoral collaboration on different stages of collaboration looking for benefits typical for each stage and figure out best stage for businesses to collaborate on. Another objective of this research would be to identify risks involved for businesses in cross-sectoral collaboration in sports entities and businesses.

Summary

This research takes a quantitative approach to study consumers attitudes towards cross-sectoral collaboration in sports. There was a within subject survey with a sample of $n=105$ conducted on the attitudes of consumers which provides benefits for collaborating companies. The study focuses on three benefits; brand favorability, use of products and perceived social input, and studies how the magnitude of these benefits change when moving from one collaboration stage to another. Collaborations were divided into three stages using an already established collaboration continuum.

Conclusions

The study concluded that cross-sectoral collaboration can be most effectively divided into three stages by using Austin (2000) collaboration continuum. The

stages were called philanthropic, transactional and integrative. Then the benefits of collaboration in sports were categorized into three main categories; marketing benefits, organizational benefits and corporate social responsibility. These were identified as the most important upsides for collaboration in sports. Lastly the results from the quantitative study suggested that benefits were most effectively created on the philanthropic stage of collaboration and integrative stage of collaboration with no statistically significant difference between the two. Further analysis of the results still suggested the integrative stage to be the most favorable for businesses to collaborate in, when taking into account the overall effect of collaboration.

Key words: Cross-sectoral Collaboration, Collaboration Continuum, Sports, Collaboration, Sponsorship, nonprofit

Language: English

Grade:

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1. INTRODUCTION

1.1. Background

Over the last few decades, people can observe an increasing amount of collaboration within different sports, disregarding whether it is a multinational soccer event that is broadcasted all around the world or a smaller scale local ice hockey tournament for youths. This collaboration can take multiple forms but is often generalized as an exchange of resources from business to sport entity and in return business gets visibility for their company brand and logo. Increasing popularity of sports as a means for achieving marketing objectives has been driven by sports development into a social phenomenon that appeal to large masses (Maldonado-Erazo et al., 2019). Along with a rapid development of media, sports nowadays offers a good basis for completing a broad range of marketing objectives, because continuously increasing amount of people are able to consume media coverage of these events. For example, media coverage from 2016 Summer Olympic in Rio de Janeiro was consumed by nearly half of the population in the world (International Olympic Committee, 2016).

This makes sports a great platform to reach several target audiences, spread knowledge about a brand and have an effect to consumers attitudes and opinions about the brand thus furthering companies objectives through collaboration. This is why sport has emerged as a very important communication platform between business and their target audience (Zinger, 2010). Solely in 2014 the annual sponsorship spending was estimated up to 55,3B\$ (IEG Sponsorship, 2015), and it has been growing ever since. This itself indicates how big a business sponsorship and collaboration in sports is. This creates a lot of opportunities for businesses for example in terms of marketing and corporate social responsibility, but today's managers must have the information and knowledge about how to maximize the value from these collaborations, and avoid spending a lot of money to ineffective relationships that does not suit the company's objectives with the collaboration.

1.2. Identification of the Research Problem

Collaboration in sports can nowadays take an extremely broad range of different forms between just a simple act of donating to an almost joint venture like co-operation which requires a lot of time and effort. It is crucial for both, non-profit sport entities and for businesses to understand the fundamentals of these collaborations in order to make the most out of them. It all comes down to the benefits that can be achieved through collaboration and the additional value that can be created through collaboration (Austin, 2000). To effectively manage their operations non-profits must understand the value that they are able to provide for the collaborating business and the additional value that they can achieve from collaboration. On the other hand, it is as crucial for businesses to understand the value that they will achieve from the collaboration in exchange for resources to the non-profit.

Due to the vast amount of different ways to collaborate in sport, choosing the best option for each situation is critical for both, businesses and non-profits, so they can maximize the value of the collaboration and achieve their goals. To find an optimal form of collaboration, first of all, it is important to find an effective way to categorize different types of collaboration to understand what kind of measures are included in these stages. Second of all, it is significant to understand what kind of benefits are connected to which stage of collaboration. By figuring out which benefits are connected to which stage of collaboration, businesses are more likely to achieve their goals with right type of collaboration and non-profit sport organizations are more aware of what they can offer for the business and have the knowledge to ask an adequate amount of resources in return.

1.3. Research Questions

To receive a comprehensive understanding of the phenomena, and being able fully interpret the results, it is important to understand the rationale behind the division of the collaboration stages and generation of benefits in collaboration. Therefore, this research has set three research questions in order to explain the generation of benefits

on different stages of collaboration and explore how social and economic benefits might vary between them. The questions are the following:

1. What are the different stages of cross-sectoral collaboration in sports?
2. What are the benefits and risks of cross-sectoral collaboration in sports for businesses on these stages?
3. How cross-sectoral collaboration on different stages affects client's attitudes towards collaborating companies?

1.4. Objectives of the Research

The objective of this research is to analyse social and economic benefits that might occur to businesses after engaging in cross-sectoral collaboration in sports with sport clubs, athletes or event organizers. This research aims to identify different stages on which cross-sectoral collaboration may occur. By studying the difference between these stages, this research tries to understand which benefits are typical for each stage and if some benefits are exclusive for specific stages. Finally, this research studies the change in consumer attitudes toward the company as a result of this collaboration. The study attempts to capture attitude on all three areas of attitude on the ABC model of attitude found in Breckler (1984), which includes: affective elements, behaviour and cognition.

With these result the research provides insight for both, businesses and non-profit managers in order to gain better understanding of the benefits of collaboration and what stage of collaboration result in the perceived benefits. This helps both entities to manage their collaboration relationships. For non-profits this means understanding the value of their partnership and this way helping to create value propositions. For businesses this means the knowledge of from which types of activities value is created and this way the ability to better meet their objectives for collaboration.

2. LITERATURE REVIEW

There has been a lot of research conducted in the field of cross-sectoral collaboration. The field is significant for both businesses and nonprofit sector, to understand the different aspects of the organizations in order to make collaboration between the two entities work. Cross-sectoral collaboration research is often under nonprofit management or business marketing and management studies, depending on the main objectives and point of views in the study. Understanding cross-sectoral collaboration is also essential for partners engaging in sport sponsorship, because the fundamental organizations involved in this collaboration are often business and nonprofit, which makes it fall under cross-sectoral collaboration category.

In order to gain a better understanding of the fundamentals of cross-sectoral collaboration, this literature review focuses on already conducted research of few key areas and theories of cross-sectoral collaboration and its application to sports and sports collaboration. Starting off with an introduction to cross-sectoral collaboration by introducing the partners and some key terminology, then moving on to Austin's collaboration continuum to identify different stages in collaboration and what dimensions can be identified in these partnerships. After this cross-sectoral collaboration is reviewed within the contexts of sport, and possible benefits and risks in collaborating with sports organizations are identified. Last focus is set to the consumer behavior and brand equity theories to describe how brand exposure in sport events might increase brand equity, and also what types of benefits consumers might experience as a result of successful collaboration between the brand and a sport organization.

2.1. Cross-sectoral Collaboration

Cross-sectoral collaboration is formed between a business, which can be an organization of any type, performing business activities of some type in order to make

a profit, and a nonprofit organization (NPO), foundation or other non-governmental organization (NGO). These organizations are not in business to make money, but to create benefits for the members of these associations or to other social causes. The interaction between these two is called cross-sectoral collaboration. (Austin, 2000)

Even though there are countless of different ways for businesses and nonprofit organizations to collaborate and most likely as many motives to engage to these collaborations, two main themes that underlay these motives can be identified. Usually these relationships are established either to create social value or implementing company's social responsibility strategies (Murphy, Arenas & Batista 2014: 145). Especially the latter has gained a lot of importance during the last decade and increasingly popular action for companies is to engage into a collaboration with non-governmental organizations in order to fulfill their social responsibility agendas (McDonald and Young 2012: 55). Although not everybody agrees with the usefulness of cross-sectoral collaboration, an older article from Brourthers, Brourthers and Wilkinson (1995) suggests that all strategic alliances, not specifying cross-sectoral alliances, should be avoided unless there is a real shortage of resources. But during the last few decades, collaborations have evolved significantly, and it could be argued that the importance of collaborations have changed.

During the last decade it has become more crucial than ever for companies to take into consideration the social responsibilities and environmental effects of their actions. In a survey of 766 CEO's from over 100 countries, indicates that CEO's are becoming more and more aware of the call to collaborate and the CEO's in the survey believed that it was crucial to collaborate for future success. (Lacy, Haines & Hayward, 2012). In addition to NGO's Lacy identifies governments, regulators and business schools as important partners for businesses to collaborate. Another survey revealed that "87 percent of nongovernmental organizations (NGOs) and 96 percent of businesses consider partnerships with each other important, and that most are engaged in eleven to fifty or more partnerships" (Seitanidi & Austin, 2014). In the big picture, both, nonprofits and businesses recognize the need to collaborate with each other in order to create value and increase the effectiveness of their activities.

Nowadays cross-sectoral collaboration is not only important for companies trying to directly achieve monetary benefits from the collaboration, but also for societies and communities in resolving numerous problems within them, as described in Bryson and Stone (2006). Cross-sectoral collaboration is seen not only necessary but also as desired tool for resolving the most difficult public challenges in societies. Cross-sectoral collaborations are viewed as tight partnerships where partners are not only benefitting from each other's resources, but they have to effectively utilize each other's competences and learn how to create social value (Le Ber and Branzei, 2010).

2.2. Collaboration Continuum and Collaboration Stages

Collaboration continuum

Collaboration between nonprofit organizations and businesses can come about in a large variety of styles and sizes. Especially in cross-sectoral collaborations where the participating parties are not doing business with each other, but trying to achieve some types of other benefits, it is not required for the partnering organizations activities to be aligned. Also, nonprofit organizations have countless different purposes and activities from which businesses can choose a suitable partner and design their collaboration activities in most imaginative ways. Thus, comparing the different collaborations between businesses and nonprofit organizations directly might be difficult if one is not aware of the qualities that define these collaborative relationships.

To understand these collaborative relationships between nonprofits and business Austin (2000) introduced a collaboration continuum in order to help analyzing the relationship between the two parties. This continuum identifies seven key elements of each collaboration which helps to determine the quality and the type of the relationship. These elements are: Level of engagement, Importance to mission, Magnitude of resources, Scope of activities, Interaction level, Managerial complexity and Strategic value (ibid.). Each of these elements are assessed individually on a

dynamic scale from low or small to high and large. Collaborations move dynamically along these lines, but make categorizing and comparing these collaborations easier, the collaboration continuum has been divided into three relationship stages by Austin (2000). These stages are “Philanthropic”, “Transactional” and “Integrative” (ibid.). Later on adapt to the evolving and deepening nature of cross-sectoral collaboration a fourth stage “Transformational” has also been used by Seitanidi et al. (2014).

Figure 2.1 Collaboration Continuum.

| | One | Two | Three |
|------------------------|---------------|---------------------|-------------|
| Relationship stage | Philanthropic | Transactional | Integrative |
| Level of engagement | Low | → → → → → → → → → → | High |
| Importance to mission | Peripheral | → → → → → → → → → → | Strategic |
| Magnitude of resources | Small | → → → → → → → → → → | Big |
| Scope of activities | Narrow | → → → → → → → → → → | Broad |
| Interaction level | Infrequent | → → → → → → → → → → | Intensive |
| Managerial complexity | Simple | → → → → → → → → → → | Complex |
| Strategic value | Modest | → → → → → → → → → → | Major |

Figure 1: Collaboration Continuum (Austin, 2000; 35)

Philanthropic Stage

Philanthropic stage is the first and less developed stage of collaboration. This stage requires the minimum amount of effort and maintenance from both sides, first described by Austin that “the nature of the relationship between corporation and nonprofit is largely that of a charitable donor and recipient.” Austin (2000;20) This means that on the philanthropic stage the nonprofit requests for resources to which the business replies by giving away the requested resources without expecting much more than a thank you in return. These conceptions of the efforts of the nonprofit counterpart of this collaboration have evolved a bit over time. Initially in Austin (2000) the NPO counterpart was defined to have close to zero effort in return for the donation. But in later applications of the continuum, for example Seitanidi et al. (2014) and Austin and Seitanidi (2012a), the efforts from the nonprofit partners might be more significant in the philanthropic stage. “There is basic resource complementarity in that the

company has money that the nonprofit needs, and the nonprofit has the ability to deliver some social good or service that the company deems worthy. Each partner provides inputs, but largely independently of the other” Seitanidi et al. (2014, chapter 2). This suggests that even in the low maintenance stages of collaboration, businesses are starting to receive increasing efforts in return.

Philanthropic collaborations, even though they are the most undemanding form of collaboration they are very important for companies because they are an easy option to contribute to societal issues and causes without coming overly involved or required to maintain the relationship (McDonald et al., 2012)

Transactional Stage

After philanthropic stage, when the relationship deepens between the organizations, the next stage of collaboration is called “Transactional” stage. In transactional stage, nonprofit organizations are starting to contribute more on their part of the collaboration and the value of the collaboration starts flowing more evenly to both parties (Austin, 2000). These activities that a nonprofit can take up are for example: cause related marketing, event sponsorship and licensing (ibid). According to Austin et al. (2012a) “The partners have *linked interests* in that creating value for oneself is dependent on creating it for the other”. But it has been argued by Selsky and Parker (2010) and Varadarajan and Menon (1988) that companies might enter these relationships mainly for self-interest and not for social causes (Selsky & Parker, 2010) which could be seen also in the ranking of profit maximization and growth as an objective above social causes when using cause related marketing (Varadarajan et al., 1988).

It could be argued that companies tend to enter transactional collaborations for different reasons than philanthropic partners, since according to Austin (2000) many of these transactional collaborations are formed without preceding philanthropic relationship. This might also be due to other factors, if businesses are enthusiastic to collaborate despite the underlying agenda. In transactional stages significance of the recourses involved in the transactions enlarge. One point of view that adds to the

argument of questioning the motives of companies entering the transactional stage of collaboration is that besides the benefits for businesses the issue remains to what extent social benefits are created in these transactional collaborations (Austin, 2012a).

Integrative Stage

The final, most inclusive and profound collaboration between business and nonprofits happens on the integrative stage (Austin, 2000) and the integrative stage is still recognized as an individual stage of collaboration in the later work of Austin et al. (2012a) and Seitanidi et al. (2014), but the two of the latter adds to the continuum by including a fourth stage to illustrate how cross-sectoral collaborations can still develop even further. This adds to the point that cross-sectoral collaboration is a relevant issue, and people are eager to deepen these relationships in order to search for social benefits.

In the integrative stage “the partners’ missions, people, and activities begin to experience more collective action and organizational integration.” Austin (2000). This means that in integrative stage these two organizations start working together in order to achieve collective objective, compared where in the earlier stages both partners’ efforts were somewhat separate from each other. In this integrative stage also magnitude of resources involved, for example labor and material costs enlarge. Seitanidi et al. (2014) described this relationship as a stage where collaboration with each other becomes essential for the success of both parties in the collaboration.

It can be argued that contrary to transactional stage, as companies evolve progressively through transactional stage or overtime during integrative stage, their values in the collaboration becomes more aligned with the nonprofits, and it could be assumed that companies collaborating in the integrative stage are more likely to take greater importance on social values over the monetary benefits (Austin et al. 2012a). As the most advanced stage of collaboration, integrative stage can be seen as the foundation for co-creating value in collaboration. Compared to the transactional stage which mainly concentrates on the exchange of resources, in the integrative stage

effects of synergy happen and help to create additional value, that could not be achieved by either of the partners separately. This greater value created together for partners and society is referred as “synergistic innovative solution” (Austin et al. 2012a). It may have multiple forms, it can be social value through social innovations (Le Ber et al., 2010) or solving public challenges (Bryson et al., 2006).

2.3. Collaboration in Sports

Cross-sectoral collaboration in sports can happen in multiple forms. For marketing and fundraising objectives there has been identified three different approaches for collaboration; cause related marketing, consumer fundraising and sponsorship (Heyman, 2011). Traditional sponsorship is one form of partnership between a business and a nonprofit sport entity, which is usually seen to fall into the transactional stage of collaboration continuum (Austin, 2000). Over the years all three forms of collaboration have evolved and broadened, thus these collaborations vary and can be sorted between philanthropic and integrative stage of the collaboration continuum (Heyman, 2011). These collaborations are usually formed between a business and a nonprofit entity for example a sports club, an individual athlete or an association hosting sporting event.

Fundamentally, these collaborations have similar qualities to other cross sectoral collaboration, but contrary to many other field that businesses can collaborate with, sports is something that appeals to masses and attracts a lot of spectators, thus reaching an enormous audience that can be described international because it is able to reach different nationalities and social classes (Maldonado-Erazo, Durán-Sánchez & Álvarez-García, 2019). Along with constantly evolving media, television and internet coverage of sports reach even bigger audience and public notoriety, which makes it more beneficial for companies to be visible in these events through sport sponsorship. This allows companies to further their marketing objectives through this collaboration and for example build brand awareness or develop brand image (Cliffe & Motion, 2005).

Sponsorships in sport is a somewhat largely studied field in business, but the concept of sponsorship is still rather fluid, partly due to fact that sponsorship in sports can help to achieve multiple goals depending on the mission of the companies collaborating. According to Maldonado-Erazo et al. (2019) sponsorship is “mutual benefit trade agreement between the sponsor and sponsorship in order to achieve defined objectives between both.” (ibid). whereas in some other researches sport sponsorship has been described as a “marketing communications tool that seeks to achieve favorable publicity” (Cliffe et al., 2004), or a marketing strategy (Jensen, 2014). There are multiple ways in which collaboration in sports can benefit a company and be defined. One consensus to try to depict this convoluted relationship could be an investment for businesses which helps them to achieve both, corporate and marketing objectives and for nonprofit organizations a mean of financing in part their activities (Maldonado-Erazo et al. 2019).

Within collaboration in sport, two types can be identified. First is collaborating with sport events and the other is collaborating with clubs of sportspeople, clubs etc. (Maldonado-Erazo et al., 2019). From these two the first one seems to be more often used in the academic literature, for example researches from Jensen (2014) and Tjørndal (2018) both used an event or sport-based sponsorship strategy in their research. Jensen (2014) measured the return on investment of sport sponsorship in the context of formula one races, by creating an index between the money invested in the collaboration and the exposure gained through each contribution. Whereas Tjørndal (2018) focused on finding different motives other than monetary return on investment when entering into a sponsorship relationship. These two styles of sponsorships are somewhat different from each other in a way that the first one, collaborating with a sports event is nonrecurring where the exact time and duration of exposure is more evident, whereas in the latter form of collaborating with sportspeople and clubs can be contemplated as more of a seasonal contract where exposure and other value created in the collaboration are more challenging to measure. In the form of collaborating with sportspeople and clubs, the performance and public appearance

of the club or person determines the effectiveness of a sponsorship. (Maldonado-Erazo et al., 2019; 164).

All in all, sponsorships in sports regardless of style is emerging and increasing amounts of money is being used to collaborations. In 2014 the global sponsorship spendings were estimated up to 55,3B\$ (IEG Sponsorship, 2015), and for 2017 this number was already up to 62,7B (Maldonado-Erazo et al., 2019). These rapidly increasing amounts of sponsorship expenditure supports the need for further research about the benefits of cross-sectoral collaboration and especially collaboration in sports.

2.3.1. Benefits of Collaboration in Sports

In cross-sectoral collaboration the amount and quality of benefits received by the collaborating partners is called “value creation” (Murphy et al., 2015; 146). Value creation in collaborations like one in hand is relatively intangible term and the benefits received from can vary a lot. Even though value is the fundamental force that keeps these collaborations going and evolving it is also often the least well researched field of cross-sectoral collaborations. Austin (2000; 17). To maximize the value created, it is argued by Murphy et al. (2015) that the alignment of missions and strategies between the businesses and nonprofits are key factors to determine the magnitude of benefits received. The determinants for sponsorship response have also been studied by Speed and Thompson (2000) who suggest that consumers perceptions of the sponsor–event fit is important for the response. If consumers observe a good fit between a sponsor and an event, it signals sincerity and altruism in collaboration, thus creating a positive response (ibid).

Eventually these social and collateral benefits seem so difficult to measure and analyze that in the end it is up to the company to determine what type of value has been achieved from that collaboration (Murphy et al., 2015; 146). If it is up to the

companies to determine the magnitude of benefits received, it becomes more difficult for the nonprofit partners to equally gain from the partnership, since they usually are seen in the weaker position of the negotiations and therefore having to suffer of the misallocation of costs and benefits. It is recognized by Berger, Cunningham and Drumwright (2004) that “It is common for the nonprofit’s to be undervalued. Sometimes this is because managers do not themselves understand their own organization’s brand equity, its strengths, or how to leverage them to create value.” (ibid).

To tackle this issue Austin has developed tools to help measuring value created in collaborations that include the formerly introduced collaboration continuum and a value creation spectrum, “which provides new reference terms for defining and analyzing value creation” (Austin et al., 2012a; 728).

In sport, due to the vast attraction of people and exposure, the motives which companies may enter a collaborative relationship in sport can differ a bit. These motives were studied by Tjønndal (2018). She identified three major types of motives of engaging in sport event collaboration relationship, these were economic-, socio-cultural- and political motives. All of these are very large-scale objectives and more related to communities hosting these super large sports events. Benefits that are more practical and most likely in the scope of majority of sport sponsoring companies, has been studied by multiple authors including; Cliffe et al. (2004), Jensen (2014) and Zinger and O’reilly (2010). These benefits could be roughly divided in to three main categories which indicates the different benefits pursued, marketing benefits, organizational benefits and social responsibility.

Marketing Benefits

Marketing benefits for businesses as a result of sport sponsorship can be considered usually the fundamental stage and reason why companies engage in sponsorship relationships. This stage of benefits include for example return on investment as a result of exposure through television and other media which was studied by Jensen (2014) and benefits concerning brand development like “ability to build brand

awareness, develop brand image, demonstrate product offerings” as described by Cliffe et al. (2004). Marketing benefits would also include tools to connect with target audience (Zinger et al, 2010). In general, marketing benefits in sponsorship are sought from customers through exposure and presence to further an organization's business action.

Organizational Benefits

These benefits are a part of sports sponsorship that usually is the most invisible for customers, it does not necessarily require any advertising or exposure to third party clients. These benefits include fulfilling objectives described in organization's mission. For example, in Tjønndal (2018), she examined six different partners in hosting the Barents Summer Games, and one of the partners was The Norwegian Barents Secretariat (NBS). The NBS had an organizational mission on funding “successful collaborative projects between Norway and Russia in the Barents region” (ibid), which was fulfilled with the partnership thus creating organizational benefits. Other types of organizational benefits that have been deliberated are benefits within organization for example to employees. Zinger et al. (2010; 17) identified employee motivation and enhancing employee relations as a motivation for sponsorship. This same approach was also used by Cliffe et al. (2004; 1071) who discussed the use of sponsorships in creating emotional connections between employees and “cultivating a favorable corporate culture through leveraging internal competitions and providing staff with sponsorship-related incentives” (ibid). There are also several other forms of creating organizational benefits, for example sports sponsors can often provide entertainment packages for their corporate partners, which can then use these for entertainment purposes for multiple stakeholders in the company such as important clients thus creating value for the organization (Henseler, 2011).

Corporate Social Responsibility

Social responsibilities for companies are a largely discussed topic especially within cross-sectoral collaborations, and it is also one major source of value created in sports collaborations. Corporate social responsibility has been largely studied by cross-

sectoral collaboration researchers for example; Austin (2012a), McDonald (2012) and Alcañiz, Cáceres and Pérez (2010). The popularity of social responsibility is also supported by Maldonado-Erazo et al. (2019) where in her research of sport sponsorship articles corporate social responsibility was among marketing one of the most popular keywords of studies in that field providing evidence of the importance of corporate social responsibility in sport sponsorship research. Although it is largely accepted stance that collaboration with social causes will increase company's CSR, in Alcañiz et al. (2010) he claims that in the end the CSR acquired through collaboration is largely affected by the already existing image of the company's trustworthiness and expertise, since skeptical customers might judge the CSR initiatives mainly motivated by economic benefits (ibid). All in all corporate social responsibility is usually involved when collaborating with sports, even though its magnitude and type might vary.

Collaborating and supporting sports, will further businesses' corporate social responsibilities in multiple ways, for example by promoting communities health and essentially helping people to move more themselves, as studied by Ramchandani, Coleman and Bingham (2016) it was exhibited that participating to sport events and competitions as a spectator can further the desire to participate to sports themselves while discouraging factors were not discovered. This way helping sport events to take place by financially supporting them is likely to increase corporate social responsibility. Even if the collaboration is in the earliest stages in the philanthropic stage there has been surveys that indicate positive appeal to the public. One survey reveals that "92 percent of the respondents thought that it is important for companies to make charitable contributions or donate products and/or services to nonprofit organizations in the community." Austin et al. (2012a; 738). Therefore, it could be reasoned that a mere act of donating would generate associational value (Seitanidi et al., 2014) thus making companies seem more socially responsible.

Continuum of Sponsorship Benefits

As partners in cross-sectoral collaboration move along the collaboration continuum from philanthropic collaboration towards integrative stage, different benefits are

alleged to arise with the collaboration. It is still difficult to determine at which stage specific benefits begin to occur, but there are available possible solutions to this issue, for example a continuum of sponsorship benefits introduced by Zinger et al. (2010), it provides value for assessing possible benefits gained from sponsorships and compares them relative to each other. It does not clearly state, which benefits are occurring on which stage of collaboration continuum by Austin (2000), but it helps to analyze how demanding it is for the sponsorship collaboration to create these values, thus reflecting to the intensity of sponsorship relative to the benefit.

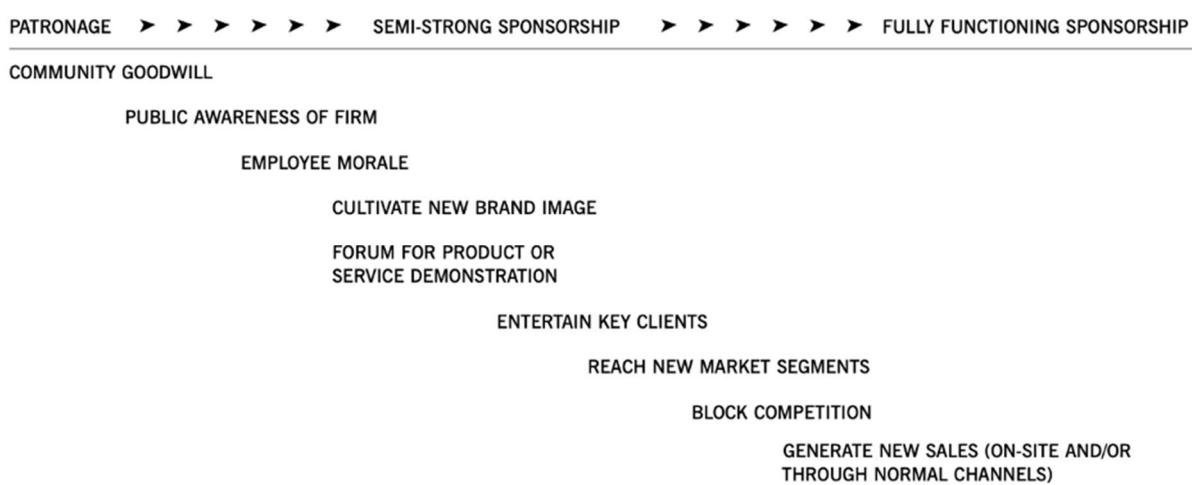


Figure 2: Continuum of Sports Benefits (Zinger, 2010; 18)

This continuum mainly focuses on marketing- and organizational benefits, rather than corporate social responsibility. This might be due to the fact that corporate social responsibility can be seen more difficult to measure and analyze when it starts occurring, if the collaboration develops over time.

2.3.2. Risks of Collaboration in Sports

Like in every investment, cross-sectoral collaboration and its benefits bear their own risks as well. It is crucial for both parties of the collaboration to manage their reputational risk which might be caused by negative actions of the other partner and

the publicity that will afterwards correspond to these actions. (Austin et al., 2012a; 738) Reputational risk in cross-sectoral collaborations can be thought as the one with the most importance for both partners, since beyond philanthropic stage of collaboration, the target often is to associate the brand or business with the sport or nonprofit organization in order to create additional value. As the association of the brands grows greater when moving towards integrative stage in the collaboration continuum also the creation of negative value increases along with the benefits. (Austin et al., 2012a). The risk of negative reputation for either party caused in cross-sectoral collaboration has also been identified by other authors, for example Cliffe et al. (2004) and Seitanidi et al. (2014), but overall risks of collaborating are less researched area in cross-sectoral collaborations.

In cross sectoral collaboration, not only the businesses bear risk, but the nonprofit organizations also have to. In addition to reputational risk, nonprofits might end up suffering from the second type of risk that is identified in cross-sectoral collaboration, this is called operational risk (Crompton, 2014). Operational risk occurs, when nonprofit organizations are forced or insisted to change the format or rules of the sport by the sponsors (ibid). This often happens in the integrative stage of collaboration, due to the amount of resources invested in the collaboration. In return for these changes sponsors usually wants to change the event to be more audience friendly thus making it more feasible for them to collaborate. This is a threat especially for collaborations that are seemingly imbalance and by changing the sport they are moving towards balance (ibid).

These two risks, reputational and operational are the main categories of risk identified within cross-sectoral collaboration. Other risks that may cause difficulties in collaborations has been studied by Keller et al. (2010). In this text they introduced a possibility for negative effects due to NPO's struggling with their own brand management and orientation (ibid).

2.4. Collaboration Impact on Consumer Based Brand Equity

When discussing about benefits that collaboration in sports instigate for the brands of the businesses involved in collaboration, they usually fall under brand equity category. Brand equity is rather intangible asset, but it can still have relatively large monetary value. Brand equity can be considered as the amount of money which consumers are willing to pay in order to acquire a certain brand over a generic competitor. Brand equity was well depicted by Aaker (1991) in his work as “a set of brand assets and liabilities linked to a brand, its name and symbol, that add or subtract from the value provided by a product or service to a firm and/or to that firm’s customer.” The assets to which this equity is based differ a bit according to the context, but they can be divided in to five categories for convenience, these categories are: Brand loyalty, Name awareness, Perceived quality, Brand associations in addition to perceived quality and Other proprietary brand assets. (Aaker, 1991). Enhancing brand equity for example through sponsorship allows businesses to charge higher prices for their products and this way generating monetary benefits of sponsorship (Henseler, 2011). To make this concept work, and to be able to charge premium pricing of a brand, the strategic maneuvers increasing brand equity become less of an importance, if the consumers are not aware of these actions. Consumer based brand equity instead analyzes and measures what the customers actually know about the brand, which creates behavioral differences towards the brand (Romaniuk & Nenycz-Thiel 2011). Consumer based brand equity also includes several dimensions but seen from the perspective of the customers and what they perceive, thus making dimensions like brand awareness and image more important. In the end, one of the desired results of increasing brand equity and especially consumer-based brand equity would be to increase behavioral brand loyalty (Romaniuk et al., 2011). This is achieved when consumers become loyal to the brand and possibly subconsciously make the decisions to choose a certain brand or a product.

The effects of sponsorship to brand equity has been studied a lot by different researchers, for example Cornwell, Roy and Steinard (2001), Henseler (2011) and Tsordia, Papadimitriou and Parganas (2017) and there seems to be a growing amount

of evidence of impact that sponsorship has on brand equity for consumers especially. (Henseler, 2011). Adding to that point even in the earlier studies of this field Cornwell et al. (2001; 41) described sponsorship as an already established tool in building brand awareness and image. (ibid). The ways of which this increase might happen still has multiple forms and often might change according to every situation. One example how brand equity could be increased using corporate societal marketing was introduced by Hoeffler and Keller (2002), in his research he introduced six means that may help to understand the creation of brand equity, these means were; building brand awareness, enhancing brand image, establishing brand credibility, evoking brand feelings, creating sense of brand community and eliciting brand engagement. These corresponds significantly to the Aaker's five categories of brand equity but are more easily explainable and more specific in what ways they are trying to increase consumer-based brand equity by infusing the knowledge of the brand to the consumer.

In sport sponsorship, businesses' main objectives in increasing consumer-based brand equity are often within the first two means introduced by Hoeffler and Keller (2002), brand awareness and brand image. The importance of these two factors is also acknowledged by sponsorship business managers since according to Henseler (2011) exposure of the brand and coverage in media was viewed as more important aspect in the sponsorship package, compared to others in relation to positive effects on brand equity. Brand awareness also differs a bit from brand image. In its basic form brand awareness means customer knowing the brand, linking the brand name, logo or symbol to some associations in memory (Hoeffler et al., 2002; 79). Brand awareness can be measured with two key elements, recognition and recall, where recognition is the "ability of the consumer to confirm prior exposure to the brand" (ibid). and recall is the "unaided retrieval of the brand from the memory" (ibid). Moving on to brand image, in addition to brand awareness, brand image includes giving a meaning to the brand. The brand should obtain some characteristics and establish associations to features that the company want their brand to represent in consumers minds. (ibid). Over time when the relationships evolve, the more likely it becomes that the businesses' objectives move from building brand awareness to brand image. (Cornwell et al., 2001)

2.5. Consumer Perceived Benefits of Collaboration

As comprehensively discussed in the previous chapters there are multiple ways in which collaboration between business and sport entities might provide value for the business involved. But what are the benefits that consumers perceive as a result of this collaboration? As described in the previous sections cross-sectoral collaboration in sports can provide benefits for companies mainly on three fields. Marketing-, Organizational- and corporate social responsibility benefits. There are already conducted researches on these subjects, for example Green and Peloza (2011) studied the effects how social responsibility creates value for consumers and discovered that improving social responsibility in a company might provide three types of benefits for consumers, emotional, social and functional. (ibid). Other studies that has been carried out in order to enlighten benefits for consumers includes Ashill, Davies and Joe (2001), where he studies consumers response towards sponsorship efforts, through three attributes measured in consumers' attitude towards the event, -commercialization and -behavioral intent. There are also tangible benefits for consumers that might include anything from getting free samples of products or meeting your favorite sports people. These benefits for customers have also being studied by Dreisbach, Woisetschläger, Backhaus and Cornwell (2018), in his research where he studied soccer fans, who spent money on partners' stores after which they gained three types of benefits, financial, social and symbolic. These were actual tangible things that could be for example, free tickets to soccer games, money from the transaction directed social causes or meet and greets (Dreisbach et al., 2018). But still even though sponsorships are becoming more and more popular, Ashill disagrees with some of the early research on the field of consumer benefits and claims that "To date, much of the literature examining the impact of sponsorship on the consumer has provided inconclusive findings." (Ashill et al., 2001; 39) and stresses the importance of managers being aware of the benefits of sponsorship for their target market. (ibid).

What we could evaluate more effectively is how collaboration in sports increases consumer-based brand equity in terms of favorability of the brand, the use of brand's

products and social responsibilities of the brand. By appraising from the perspective of a consumer we are able to identify the benefits that are visible to consumers. This helps in determining what kind of outcomes different stages of collaboration have in the eyes of the consumers. These attributes are largely connected to the customer attitudes towards the sponsor. This attitude can be divided into three parts according to the tripartite model, or "the ABC" model, these are; affect, behavior and cognition (Breckler, 1984). In this model, affect part measures feeling towards a subject, behavior measures actions towards a subject and cognitive measures response and belief of what qualities the subject have (ibid).

Brand favorability could be studied by measuring the affect part of the attitude. It can be done how the sponsorship and exposure through collaboration has changed the customers opinion about the brand and how they feel about it, whether they see it more favorable or not.

Use of the products includes the behavioral part of the attitude. This can be measured by figuring out whether collaboration makes consumers more likely to buy products from the sponsor, or what other concrete actions they are planning to take. According to Tsordia et al. (2017) sponsorships may impact perceived quality and engagement of products for customers, which might influence purchase behaviors and customers action towards the brand. Studying customers perceptions of the products as a result of collaboration provides evidence how brands and products might be seen superior to the competition thus increasing customer-based brand equity.

Perceived social value improved as a result of collaboration in sports creates benefits for companies when people believe that collaboration actions are socially responsible and as sincere actions to further social goals. These benefits reflect the cognitive category of attitude, because of the beliefs that consumers have towards the brand, when they believe companies are collaborating for social good. This belief also promotes positive effects in brand favorability and use of products but can also be measured as it's own measure. For example, if consumers perceive company's acts

as sincere the company might come across as socially more responsible. Businesses' acts to be socially responsible promotes emotional value when consumer makes a purchase with a social or environmental attribute (ibid). Social value creates benefit for the customer in case there is judgement of the decision that the customer makes and therefore pressure to choose socially acceptable alternative is produced. Functional value is an actual or more concrete benefit that is received after choosing a product, as the ones studied in Dreisbach et. al. (2018).

In the literature concerning cross-sectoral collaboration and the collaboration continuum it is often assumed that the benefits of collaboration become gradually greater and more visible when moving from philanthropic stage of collaboration to integrative stage (Austin, 2000 & Seitanidi, 2014). The model of gradually increasing benefits was also presented by Zinger (2010) in figure 2. This does not directly correlate to the collaboration continuum but points out a trend in generating benefits along with the intensity of the collaboration. Whether this trend is true for every possible benefit, and if this development happens linearly, exponentially or in a different manner, it is yet to be determined.

To further analyze the generation of these benefits, additional research needs to be conducted on the benefits of cross-sectoral collaboration to businesses, and especially for consumer perceived benefits and brand equity, (Ashill et al., 2001), (Cornwell et al., 2001). Also keeping in mind, the dynamic type of cross-sectoral collaboration and how there are several different stages of collaboration in terms of intensity and requirements for resources. It is vital for business owners to have the knowledge to determine on which stage and what type of collaboration to engage to possibly achieve the benefits they are looking for. Future research to determine the form, type and stage of collaboration to choose is also suggested by Austin et al. (2012a) and Hoeffler (2002).

2.6. Conceptual Framework

The conceptual framework for this study uses a conceptualization of Austin (2000: 35) collaboration continuum to identify three different stages of collaboration between a nonprofit organization and business; philanthropic, transactional and integrative. Then based on the literature reviewed there has been identified three categories of benefits that can be perceived by customers; brand favorability, use of products and perceived social input. The objective of this study is to enlighten how business are able to affect the amount and magnitude of these benefits by choosing a collaboration stage and the relationship between these stages and benefits received.

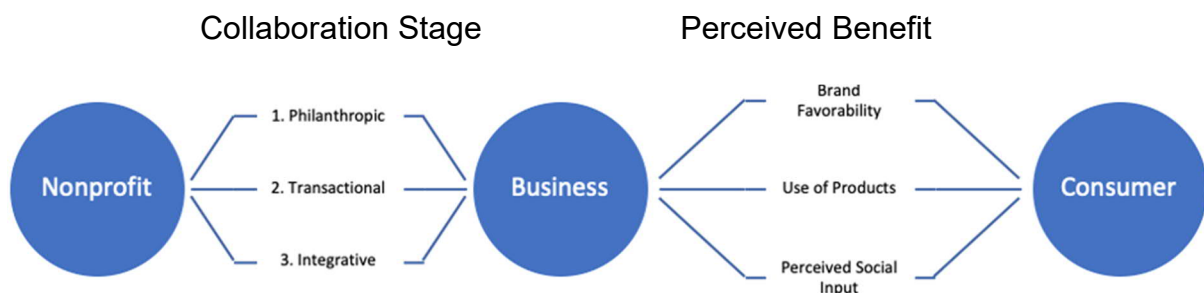


Figure 3: Conceptual Framework

3. RESEARCH

3.1. Goals and Hypotheses

The purpose of this research is to study benefits that arise through consumer attitudes towards a brand or a company as a result of a cross-sectoral collaboration relationship. Generally, it is difficult to categorize different collaborations effectively into three stages since many collaborations have a mix of qualities from each stage (Austin, 2000). Collaborations also move fluidly between these stages and there are no clear boundaries when they cross a line from one stage to another. Austin (2000) included in his collaboration continuum seven factors which can be used to determine the stage of collaboration. The amount of these factors makes it very difficult to directly connect which of these factors are connected to which benefit and its magnitude. Still, it is possible to use the collaboration continuum created by Austin (2000) and analyse the benefits of collaboration when the seven factors correspond to the level which is typical for each of the three stages of collaboration discussed in the literature review.

The structure and objective of this study is to measure consumers attitudes towards a company as a result of cross-sectoral collaboration. Attitudes towards company are measured with three constructs. “Brand Favourability”, “Use of Products” and “Perceived Social Input”. Each of the constructs were measured with two to three questions and the questions were the same for each case. The questionnaire was designed as a within subject research where the respondents answered to three different scenarios with same questions while their attention was distracted with questions about their personality in between the cases. Full structure of the questionnaire is available in appendix 1. The constructs were created in a following manner using 6-point scale, whether the respondent agrees or disagrees with the statements.

Brand Favourability

1. This sponsorship would make me more favourable towards the brand.
2. This sponsorship would improve my perception of the sponsor.
3. This sponsorship would make like the sponsor more.

Use of Products

1. This sponsorship would make me consider sponsor's products.
2. This sponsorship would make me more likely to consider sponsors. products next time I buy.

Social Input

1. In my opinion the sponsor thinks the club needs support.
2. In my opinion the sponsor has the interest of sport at heart.
3. In my opinion this sponsor would probably support the cause even if it had a lower profile.

The goal of this research is to study whether the stage of collaboration, depicted with three different cases, will affect the levels of these three measures, therefore the null hypotheses was created as follows:

$$H_0 = \text{Case 1 construct values} = \text{Case 2 construct values} = \text{Case 3 construct values}$$

This indicates that if the collaboration stage has no effect on the level of above-mentioned attitude constructs the result between cases should be equal. In the case that collaboration stage effects the attitude towards a brand as a result of cross-sectoral collaboration, the levels of these constructs should be different between cases one to three, and as a result we could reject the null hypothesis and accept the following alternative hypothesis indicating that benefits of collaboration varies between different stages of collaboration.

$$H_1 = \text{Case 1 construct values} \neq \text{Case 2 construct values} \neq \text{Case 3 construct values}$$

3.2. Methodology and Sampling

For the purpose of this research, three fictional scenarios have been created, to depict a cross-sectoral collaboration scenario on each of the collaboration stages discussed. All of these scenarios involve a fictional football club that is the sport entity representing non-profit side of collaboration. As a business side of the collaboration in the first two cases is a producer of groceries and in the last case the business partner

is a producer of sports equipment. The purpose for using a producer of groceries as an example business was to provide a scenario where the threshold for the customer to change brand/company preference or try out new products was as low as possible. For the last case the business was changed from a producer of groceries to a producer of sports equipment, to depict the increased alignment between the business and the non-profit organization. And choosing a general sports equipment producer the threshold to change or try new brands was kept relatively low, but due to brand loyalty, some customers might not be ready to change brands, despite any collaboration effort.

The three scenarios created and presented in the questionnaire were the following:

Case 1: Company X is a local producer of groceries and has donated 5000€ to support a football club to host a youth tournament. The company X was mentioned in the football tournament's leaflet and website as a contributor.

This was the case used to describe philanthropic stage of collaboration. It has typical features for that stage such as, the magnitude of resources is not very significant, level of engagement is very low and managerial complexity of the relationship is very simple. There is also low exposure for this collaboration

Case 2: Company X is a domestic producer of groceries and has signed a one-year contract for 100 000€ with a football club that competes on a highest national level. In return company X receives company logos on the players' jerseys and large banners to the club's home stadium, which will gain exposure through tv broadcast from the matches

Second case in the questionnaire was used to describe a collaboration on the transactional stage. This collaboration has typical qualities of transactional collaboration and in this case a clear transaction between the partners is introduced. The transaction consists monetary support in exchange of marketing benefits and exposure. Also, other measures of collaboration on the collaboration continuum are set to levels typical for transactional stage. For example, magnitude of resources is becoming significant for both partners, level of engagement and managerial complexity increases, and the collaboration starts to gain strategic value.

Case 3: Company X is a domestic producer of sports equipment and engages in a collaboration in which the company provides sporting equipment for a local football club and uses data from the players to develop their products in order to provide best solutions for players and consumers. Company also provides monetary support to the club and receives the right to use club's logo and name in marketing their products and similar exposure than in case 2. [Shirt logos and banners] The total expenditure of this collaboration is around 1 000 000€

Finally, the third case describes an integrative stage collaboration to the respondent. In this case the collaborating business had to be changed into a producer of sports equipment, to ensure that there are enough typical qualities for collaboration on the integrative stage. The purpose of this case is to provide an image of collaboration in which the collaborating partners are able to co-create value collectively that would not otherwise be possible. In this example it could be top tier sporting equipment for the population. The case has also other typical qualities for integrative collaboration, such as the interaction level is intense, there is a strategic importance for mission and a major strategic value for operations.

The survey was conducted as an open link internet survey. The sampling method that was chosen for this research was convenience sampling to get as much respondents as possible. The responds were gathered between 18th and 29th of February 2020. The online link for this questionnaire was distributed through Aalto University mailing list to international business students, and through social media platforms in Facebook scientific survey sharing groups. In total 128 people started answering the questionnaire from which 105 people finished the questionnaire answering every question, resulting in an 82% completion rate. In total the questionnaire resulted in a sample size of $n=105$. Demographic statistics that were gathered from the respondents included age in years and the preferred gender of the respondent. These statistics resulted in the following frequencies among the respondents.

| Age of the Participants * Gender? Crosstabulation | | | | | | |
|---|-------|---------|--------|-------|---------------------|-------|
| Count | | Gender? | | | | Total |
| | | Male | Female | Other | I prefer not to say | |
| Age of the Participants | 18-20 | 9 | 8 | 0 | 0 | 17 |
| | 21-22 | 18 | 18 | 1 | 2 | 39 |
| | 23-25 | 18 | 11 | 0 | 0 | 29 |
| | 26-40 | 5 | 3 | 0 | 0 | 8 |
| | >40 | 5 | 6 | 0 | 1 | 12 |
| Total | | 55 | 46 | 1 | 3 | 105 |

Table 1: Gender and Age of the Respondents (Source: Own Elaboration)

Distribution between males and females was pretty even with 55 respondents identifying as male and 46 identifying as female. 3 of the respondents identified as “other” or did not wish to disclose their gender. Ages of the respondents varied between 18 to 60 years. Significant number of respondents were between ages 18 to 25, covering 81% of the total amount. Age group from 26 to 40 years old were clearly underrepresented in the survey covering under 8% of all the participants. In the category of over 40-year-old there were also a representation of 11%, therefore the study took into consideration a broad age range but due to the sampling method the emphasis of the respondents is on the younger population.

Overall the sample was comprehensive, taking into an account a broad range of people from different ages and genders, even though the emphasis is on the younger people and assuming due to the sampling method, most of the younger respondents being students. This might possibly skew the results since younger people, and especially students usually have less disponible income and they might react differently to collaboration than older generation with more disposable income.

Other questions that were disclosed in the questionnaire concerned respondents' behavioural tendencies. The questions asked how often respondents watch sports in general, how often they consciously recognize sponsorships in sports and how often they engage in sports themselves. These responses were collected for the purpose of further analyse whether people's habits of watching and engaging in sports will affect their attitudes towards collaboration and whether there is a difference in the levels

measured. Respondents were asked to answer as times per week on a four-point scale between “daily” and “very rarely”. The results are available in the table below

| Frequencies in Watching and Engagin in Sports | | | | |
|--|-------------|--------------------|--------------------|-------|
| Question | Very Rarely | 1 - 3 Times a week | 4 - 6 Times a week | Daily |
| How often do you watch sports? | 50 | 35 | 10 | 10 |
| How many times a week do you notice sponsorship in sports? | 21 | 42 | 21 | 21 |
| How many times a week do you engage in physical activity? | 12 | 47 | 32 | 14 |

Table 2: Frequencies in Watching and Engaging in Sports (Source: Own Elaboration)

3.3. Data Analysis

The data gathered for this research through the questions in the questionnaire was numerical data and it was extracted for SPSS analysis. Main analysis was completed by using the three constructs that were used to measure attitudes on each collaboration stage. In total of nine scales were constructed. Descriptive statistics of the nine cases are shown below in table 3.

| Descriptive Statistics | | | |
|------------------------|--------|----------------|-----|
| | Mean | Std. Deviation | N |
| Case1_Favorability | 4.3429 | 1.00899 | 105 |
| Case2_Favorability | 3.5079 | .99367 | 105 |
| Case3_Favorability | 4.1587 | 1.05419 | 105 |
| Case1_Use | 3.7810 | 1.02826 | 105 |
| Case2_Use | 3.3000 | 1.01100 | 105 |
| Case3_Use | 4.0571 | 1.08378 | 105 |
| Case1_Sincerity | 3.8254 | 1.11717 | 105 |
| Case2_Sincerity | 2.7619 | 1.12917 | 105 |
| Case3_Sincerity | 3.6603 | 1.21157 | 105 |

Table 3: Descriptive Statistics of Means (Source: Own Elaboration)

Scales for brand favourability (Favourability) and perceived social input (Sincerity) were constructed using data from three questions and use of product scale was constructed with data from two questions. A reliability analysis was conducted for each

of the nine scales created in covering all three cases. The reliability analysis was conducted by calculating the Cronbach's alphas for each of the scales providing following values presented in table 4.

| Reliability Analysis of Scales Created | | | | |
|--|-----------|-------------------------------|-------------------------------|-------------------------------|
| | | Case 1 | Case 2 | Case 3 |
| Construct | No. Items | Cronbach's Alpha (α) | Cronbach's Alpha (α) | Cronbach's Alpha (α) |
| Brand Favourability | 3 | 0,852 | 0,902 | 0,929 |
| Use of Products | 2 | 0,820 | 0,851 | 0,858 |
| Social Input | 3 | 0,815 | 0,818 | 0,780 |

Table 4: Reliability Analysis of Scales (Source: Own Elaboration)

In the reliability analysis if Cronbach's alpha value is over $\alpha > 0,5$ it can be considered as reliable. In the results every scale provided a Cronbach's alpha value where $\alpha > 0,78$ so they can all be considered very reliable and can be accepted to be used in the research. Second part of the data analysis was to measure relevance of each individual question for the scale. This was completed by calculating new alpha values for each scale if a particular question was removed. Results of this tests can be seen in table 5 and they did not suggest any questions in the created scales to be eliminated and every value of alpha would have decreased or remained the same with the removal of any question.

| Reliability Analysis | | | | |
|--|-----------|-------------------------------|-------------------------------|-------------------------------|
| | | Case 1 | Case 2 | Case 3 |
| Construct: | No. Items | Alpha (α) If removed | Alpha (α) If removed | Alpha (α) If removed |
| Brand Favourability | 3 | 0,852 | 0,902 | 0,929 |
| 1. This sponsorship would make me more favourable towards the brand. | | 0,801 | 0,905 | 0,912 |
| 2. This sponsorship would improve my perception of the sponsor. | | 0,758 | 0,84 | 0,896 |
| 3. This sponsorship would make like the sponsor more. | | 0,819 | 0,829 | 0,882 |
| Use of Products | 2 | 0,820 | 0,851 | 0,858 |
| 1. This sponsorship would make me consider sponsor's products. | | - | - | - |
| 2. This sponsorship would make me more likely to consider sponsors. products next time I buy. | | - | - | - |
| Social Input | 3 | 0,815 | 0,818 | 0,780 |
| 1. In my opinion the sponsor thinks the club needs support. | | 0,777 | 0,728 | 0,782 |
| 2. In my opinion the sponsor has the interest of sport at heart. | | 0,699 | 0,698 | 0,661 |
| 3. In my opinion this sponsor would probably support the cause even if it had a lower profile. | | 0,758 | 0,811 | 0,646 |

Table 5: Reliability Analysis if Question Removed (Source: Own Elaboration)

After the created scales have been proven to be reliable, the next step is to test whether we can reject the null hypothesis H_0 formed in chapter 3.1 and accept the null

hypothesis H_1 . To reject the null, we have to prove for each construct, that the measures for each case are statistically different from each other. The test was conducted as a general linear model, repeated measures test. The test compares means of the repeated measures of constructs in ascending order, first comparing case 1 measures to case 2 measures, then case 2 measures to case 3 measures. The repeated measures test was conducted on 95% confidence level to test the similarity of the means. Only one test was run for all the three constructs and the results of the repeated measures test are shown in table 6.

| Univariate Tests | | | | | | | |
|------------------|------------------------|--------------------|-------------------------|-----|-------------|--------|------|
| Source | Measure | | Type III Sum of Squares | df | Mean Square | F | Sig. |
| Case | Brand_Favourability | Sphericity Assumed | 40.408 | 2 | 20.204 | 40.251 | .000 |
| | Use_of_Products | Sphericity Assumed | 30.830 | 2 | 15.415 | 26.353 | .000 |
| | Perceived_Social_Input | Sphericity Assumed | 68.789 | 2 | 34.395 | 43.498 | .000 |
| Error(Case) | Brand_Favourability | Sphericity Assumed | 104.406 | 208 | .502 | | |
| | Use_of_Products | Sphericity Assumed | 121.670 | 208 | .585 | | |
| | Perceived_Social_Input | Sphericity Assumed | 164.470 | 208 | .791 | | |

Table 6: Repeated Measures Test Results (Source: Own Elaboration)

The test results indicated that for every construct, brand favourability, use of products and perceived social input, there is a statistically significant difference between the measures when moving from case 1 to case 2 and from case 2 to case 3. For brand favourability the test found a statistical significance, $F(2, 208) = 40,251$, $p=.000$ on a 95% confidence level. For use of products, a statistical significant effect of collaboration stage was found, $F(2, 208) = 26,353$, $p=.000$. Also a statistically significant effect for perceived social input was discovered $F(2, 208) = 43,49$, $p=.000$. The changes in these values are also presented in the table 7 below. From the table we can see that the averages tended to be higher on case 1 (philanthropic) the decreased significantly in case 2 (Transactional) and then increased again for the case 3. Therefore, to reject the hypothesis the difference between cases 1 and 3 had to be tested for significant difference on 95% confidence level, using a paired sample T-Test.

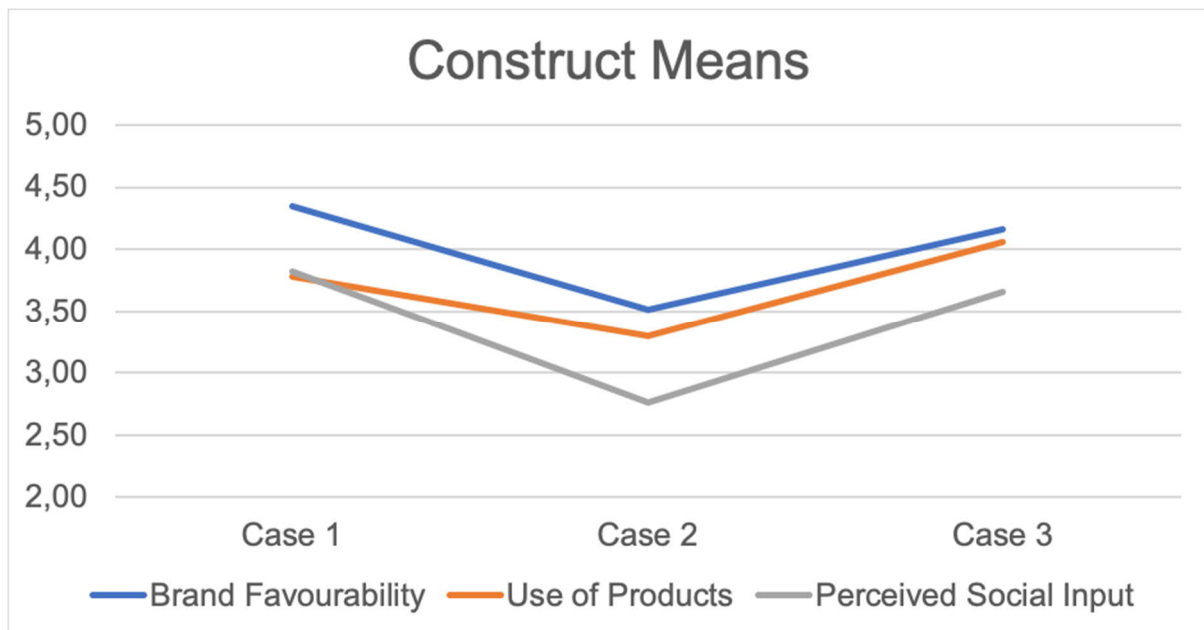


Table 7: Construct Means (Source: Own Elaboration)

The results of the test were somewhat contradictory to the assumptions. There was found a statistically significant difference in use of products between case 1 and case 3 with $T = -2,439$, $p = 0,16$. But contradicting to expectations there was no statistical significance in perceived social input between cases 1 and 3 with $T = 1,275$, $p = 0,205$. Also, brand favourability did not provide statistically significant difference between cases 1 and 3 on the 95% confidence level resulting in $T = 1,813$, $p = 0,073$. The results of the paired sample T-Test are visible in table 8.

| | | Paired Samples Test | | | | | | | |
|--------|---|---------------------|----------------|-----------------|---|---------|--------|-----|-----------------|
| | | Paired Differences | | | | | | | |
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | t | df | Sig. (2-tailed) |
| | | | | | Lower | Upper | | | |
| Pair 1 | Case1_Favorability – Case3_Favorability | .18413 | 1.04081 | .10157 | -.01730 | .38555 | 1.813 | 104 | .073 |
| Pair 2 | Case1_Use – Case3_Use | -.27619 | 1.16020 | .11322 | -.50072 | -.05166 | -2.439 | 104 | .016 |
| Pair 3 | Case1_Sincerity – Case3_Sincerity | .16508 | 1.32620 | .12942 | -.09157 | .42173 | 1.275 | 104 | .205 |

Table 8: Paired Samples T-Test Results (Source: Own Elaboration)

Third test that was conducted was to determine whether there is noticeable correlation between personal qualities and the levels of brand favourability, use of products and perceived social value achieved. The questionnaire measured the frequency how often people 1. Watch sports, 2. Notice sponsorship in sports and 3. Engage in sports themselves. This frequency was measured as times per week and was coded as a

“High” activity meaning 4 to 7 times a week and “Low” activity meaning 0 to 3 times a week. A T-test was conducted to compare the means between high activity individuals and low activity individuals for each three personal qualities. The test was conducted for all nine scales that had been created for the purpose of this research and the results were combined to a single chart that can be seen below in table 9.

| Significance of Personal Qualities for Scales | | | | | | | |
|---|------------------|--------------------------------|--------------|--|--------------|---|--------------|
| | | How often do you watch sports? | | How many times a week do you notice sponsorship in sports? | | How many times a week do you engage in physical activity? | |
| | Activity | Mean | Significance | Mean | Significance | Mean | Significance |
| Brand Favourability [Case 1] | 4-7 Times a week | 4,3500 | 0,9720 | 4,3492 | 0,9580 | 4,6449 | 0,0060 |
| | 0-3 Times a Week | 4,3412 | 0,9740 | 4,3386 | 0,9580 | 4,1073 | 0,0040 |
| Use of Products [Case 1] | 4-7 Times a week | 4,1000 | 0,1240 | 3,9048 | 0,3160 | 3,9783 | 0,0830 |
| | 0-3 Times a Week | 3,7059 | 0,1530 | 3,6984 | 0,3140 | 3,6271 | 0,0790 |
| Perceived Social Input [Case 1] | 4-7 Times a week | 4,0167 | 0,3970 | 3,8889 | 0,6370 | 3,8551 | 0,8110 |
| | 0-3 Times a Week | 3,7804 | 0,3870 | 3,7831 | 0,6330 | 3,8023 | 0,8130 |
| Brand Favourability [Case 2] | 4-7 Times a week | 3,5500 | 0,8350 | 3,6429 | 0,2580 | 3,5000 | 0,9430 |
| | 0-3 Times a Week | 3,4980 | 0,8440 | 3,4180 | 0,2680 | 3,5141 | 0,9410 |
| Use of Products [Case 2] | 4-7 Times a week | 3,4000 | 0,6250 | 3,4524 | 0,2090 | 3,2935 | 0,9540 |
| | 0-3 Times a Week | 3,2765 | 0,6510 | 3,1984 | 0,2120 | 3,3051 | 0,9540 |
| Perceived Social Input [Case 2] | 4-7 Times a week | 3,2000 | 0,0530 | 3,0000 | 0,0780 | 2,6449 | 0,3510 |
| | 0-3 Times a Week | 2,6588 | 0,1000 | 2,6032 | 0,0890 | 2,8531 | 0,3380 |
| Brand Favourability [Case 3] | 4-7 Times a week | 4,3167 | 0,4590 | 4,1190 | 0,7540 | 4,2754 | 0,3190 |
| | 0-3 Times a Week | 4,1216 | 0,5240 | 4,1852 | 0,7630 | 4,0678 | 0,3220 |
| Use of Products [Case 3] | 4-7 Times a week | 4,3250 | 0,2210 | 4,1190 | 0,6350 | 4,2717 | 0,0730 |
| | 0-3 Times a Week | 3,9941 | 0,2690 | 4,0159 | 0,6360 | 3,8898 | 0,0760 |
| Perceived Social Input [Case 3] | 4-7 Times a week | 3,6500 | 0,9660 | 3,5952 | 0,6550 | 3,4783 | 0,1750 |
| | 0-3 Times a Week | 3,6627 | 0,9650 | 3,7037 | 0,6610 | 3,8023 | 0,1800 |

Table 9: Significance of Personal Qualities (Source: Own Elaboration)

In the results there were no noticeable patterns or statistically significant differences between high and low activities and the scale measures on a 95% confidence level. On this level only one significant difference was found between favourability of case 1 (philanthropic) and frequency of engaging in sports, where higher level of engaging in sport resulted in higher average favourability of case 1 (philanthropic) collaboration with a significance $p=0,006$. A few other significances were found on a 90% confidence level, these included significance of high physical activity improving the use of products in case 3 (integrative) collaboration with a significance of $p=0,073$ and in case 1 (philanthropic) with a significance level $p=0,083$. Also perceived sincerity in case 2 (transactional) collaboration was increased with statistical significance of $p=0,053$ when respondents frequency of watching sports was high.

All in all, these differences between high and low frequencies in these activities did not provide noticeable patterns where a high activity in specific action such as watching sports would systematically increase benefits on any specific case. Therefore, it is somewhat insignificant to target any groups by these qualities 1. Frequency of watching sports 2. frequency of noticing sponsorship or 3. engaging in physical activity, to achieve more beneficial attitudes towards collaboration.

3.4. Findings and Conclusions

Overall assessment of how cross-sectoral collaboration consciously affects the attitudes towards the collaborating business was measured on a scale from -2 to 2 where 0 meant no impact on attitudes and negative values represented negative impact on overall attitude and positive values meant change in attitude towards more positive overall attitude. The result suggested, that philanthropic collaboration in case 1 resulted in the highest positive affect in attitudes, where 75% of the respondents reported a positive effect (values 1 or 2). Case 3 was the second-best alternative for creating a more positive attitude towards the collaborating company. Case 3 represented integrative stage of collaboration and 68% of the respondents reported a positive affect (values 1 or 2) towards the company that was collaborating on the integrative stage. Case 2 that represented collaboration in the transactional stage gained least positive effect with only 36% of the respondents thinking that this collaboration would have a positive effect to the attitude. Still, every stage of collaboration provided a net positive value since through every collaboration stage through cases 1 to 3 only 5-6% of the respondents reported a negative effect (values -1 or -2). This trend indicated that level of positive effect on attitude was dependent on the collaboration stage, with philanthropic stage providing the most significant boosts on attitude, but negative effects on attitude were not connected to the collaboration stage and people were just left unaffected.

Moving on to individual measures for each of the scales created for this research. In section 3.3 it was proven that the values measured between cases in ascending order are significantly different and the means of each scale varies between cases, excluding perceived social input and brand favourability between case 1 and 3, which

seemed to provide statistically similar results on both collaboration stages. Even though these two measurements was not proven to be statistically different, there is still a trend in the measures level that can be perceived and on this basis it is possible to compare the means of each scale to see which case provides the highest mean in terms of brand favourability, use of products and sincerity. The comparison of these means is provided in the table 10

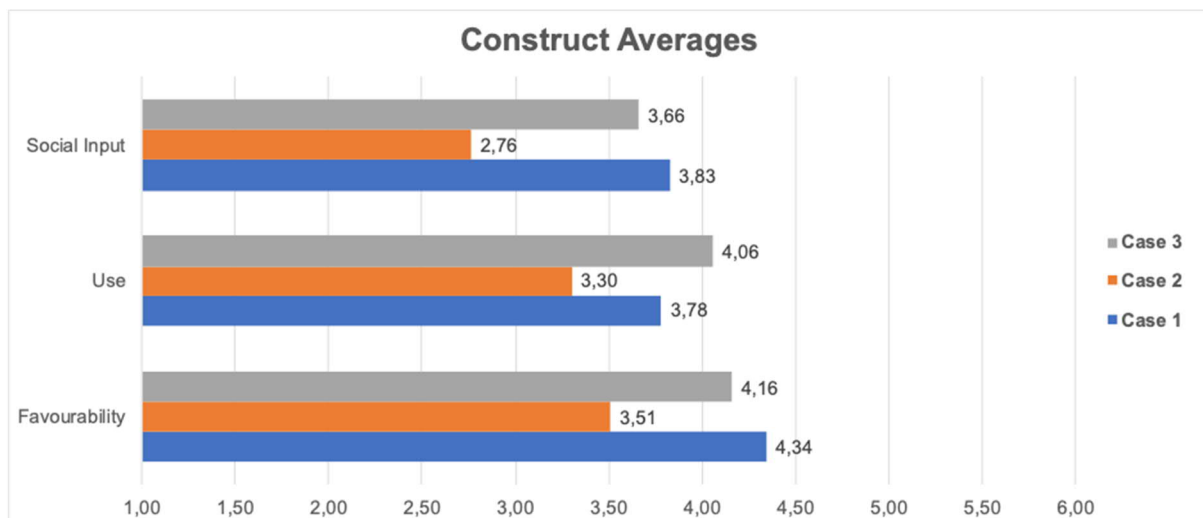


Table 10: Measured Averages of Constructs (Source: Own Elaboration)

As could be predicted from the lowest positive affect on overall attitude, collaboration on transactional stage in case two (transactional) provided the lowest values for each of the studied constructs. The average for each construct stayed below the midpoint of 3,50 on a scale from 1 to 6 making the effects on transactional stage of collaboration lower than any benefit received on any other collaboration stage and thus, the worst option to improve attitudes towards a business. In terms of brand favourability benefit received on case 1 (philanthropic) and case 3 (integrative) resulted in an insignificant difference with 4,34 on case 1 and 4,16 on case 3 making it slightly more advantageous to collaborate on philanthropic stage. The best result and the highest means perceived in sincerity was also achieved on case 1 (philanthropic) stage of collaboration with an average of 3,83, while case 3 (integrative) provided only a slightly lower value of 3,66. Even though the difference was proven statistically insignificant this indicates that collaboration on these stages are seen as most socially responsible form of collaboration and businesses are perceived to care also about the values of sport instead of sole economic benefits.

Last construct measured the attitudes towards the collaborating companies' products and how likely respondents are to use or try products from that company. In measuring this benefit case 3 (integrative) collaboration provided the highest likeliness of considering company's products with an average of 4,06. In this measurement case 1 (philanthropic) provided significantly lower score of 3,78 making integrative stage of collaboration with statistical significance the most favourable stage. This was somewhat expected result for the integrative stage since case 3 describing the collaboration had an emphasis on creating additional value by creating better products in collaboration with the sport organisation. This value was most likely reflected to the customers as willingness to try the products in question.

In section 3.3 the effect between frequencies of watching sports, engaging in physical activities, and noticing sponsorship in sports was proven to be somewhat insignificant. The results provided evidence that physically active people tend to favour more also mere charitable giving in philanthropic collaboration, which is somewhat expected result. On a larger scale there is only a little effect to creating more favourable attitude towards collaboration. Lastly the findings part will conclude for each construct, how the benefits received varies through different collaboration stages.

Brand Favourability

First benefit of collaboration that was studied in this research was brand favourability. It represents the affect part of attitude towards a company by evaluating how favourable the brand seems in the eyes of the consumers, and how positive attitudes consumers affiliate with the brand. The results indicated that from all of the three benefits studied, brand favourability was the one which was positively affected the most through every collaboration stage. The highest level of brand favourability was gained as a result of philanthropic collaboration and similar result without statistically significant difference was gained on Integrative stage. Transactional collaboration also gained a fair amount of brand favourability but not as effectively as the other two stages.

Use of Products

Second benefit studied in this research was use of products, which represents how likely consumers are to use or try products from collaborating company. This affects consumers behaviour part of attitude representing the incentive take action towards the brand (Breckler, 1984). Use of products was the second most affected benefit of the three studied. Highest use of products was reached on the integrative stage of collaboration. This is probably due to the nature of the collaboration on that stage, where entities try to create additional value as a result of collaboration (Austin, 2000). Therefore, customers could benefit from the additional value created when using company's products. Second highest level in use of products was achieved in philanthropic stage while the transactional stage resulted in the lowest use of products.

Perceived Social Input

Perceived social input was the third and final benefit measured in the research. It describes the consumers beliefs that the collaborating businesses are sincere in their collaboration actions and how much they are believed to have the interest of the sport in mind. This was the least affected benefit of the all three studied, indicating that it was the most difficult to gain as a result of any collaboration. Perceived social input was affected the most on the philanthropic stage of collaboration which was somewhat expected result since it is close to charitable giving. Integrative stage of collaboration provided the second-best level of perceived social input with no statistically significant difference to philanthropic stage. Transactional stage was seen to provide the least social input, and a surprisingly low amount compared to other stages of collaboration. This might be because transactional collaboration can be seen as a mere business activity and also previous researches has also found that companies sometimes enter transactional collaboration for selfish reasons (Selsky & Parker, 2010).

4. CONCLUSIONS

The objective of this research was to study economic and social benefits of engaging in cross-sectoral collaboration in sports, and whether they are related to the stage of the collaboration in the Austin (2000) collaboration continuum. The first objective was to identify different stages on which cross-sectoral collaboration might occur, and the best way to categorize these collaborations was found from the formerly mentioned Austin (2000) collaboration continuum. The collaboration continuum helped in analysing cross-sectoral collaborations and divided them in to three different stages by looking into qualities that were typical for each stage. Even though there are no clear boundaries between these stages, the collaboration continuum was used to categorize these collaborations into three different stages; philanthropic, transactional and integrative.

After identifying the stages on which cross-sectoral collaboration may occur focus was deferred to potential outcomes of the collaboration identifying benefits and risks that might occur to the collaborating companies. The main benefits that was found as a result of cross-sectoral collaboration in sports during the literature review could be divided in to three main categories; marketing benefits, organizational benefits, and social responsibility benefits. These were found to be the areas on which organizations could benefit from cross-sectoral collaboration. Of the three, marketing benefits was found to be the most common one (Maldonado-Erazo et al., 2019). It was the most common reason for companies to engage collaboration in sports and thus seen as the most important one, even though organizational benefits and corporate social responsibility also plays a big part in these collaborations. These benefits were separated from each other because they represents usually different goals for the business, for example comparing marketing benefits and organizational benefits, marketing benefits are often related to increasing sales and customer exposure whereas organizational benefits are related to reaching goals and objectives within the organizations that might not be even visible to consumers.

Main part of this research was studying how the magnitude of these benefits received as a result of cross-sectoral collaboration change between the founded collaboration

stages. The change was measured in three benefits corresponding to consumer attitudes towards the business; Brand favorability, use of products and perceived social input. By looking into the generation of these benefits, the underlying assumption that benefits continuously increase while moving from philanthropic collaboration towards integrative stage could not be proven to be true in this research. This was because the research that was conducted indicated that the magnitude of all three benefits studied decreased, while moving from philanthropic collaboration to transactional stage of collaboration. Despite the benefits was not continuously growing from one collaboration stage to another, the research found evidence that there is a statistically significant difference in the benefits when moving from philanthropic collaboration towards the integrative stage of collaboration in ascending order in terms of intensity of collaboration. Therefore it is safe to say that collaboration stage has an effect on the benefits received as a result of the collaboration.

In terms of magnitude of the benefits the research was unable to prove a statistical significance between brand favourability and perceived social input between philanthropic and integrative stage of collaboration. There is a possibility that this result is somewhat misleading due to limitations in this research. This is because in the questionnaire based within subject research, all the respondents were equally informed of all the details of all collaborations. Also the amount of exposure was disregarded in this research and all the respondents were equally exposed to every collaboration, whereas in real life integrative stage receives a significantly larger exposure for public due to the fact that philanthropic collaboration usually is not visible and highly advertised, also philanthropic collaboration is often adopted between smaller events and clubs when fewer people are following the events where they could be exposed to the collaboration. Because of this uneven amount of exposure, it is highly likely that when taking a large sample of potential customer, collaboration on integrative stage reaches a larger part of these consumers due to the larger scale of actions compared to philanthropic stage (Austin, 2000), therefore the total amount of benefits as a large sample would outperform the benefits from smaller scale philanthropic collaboration.

After taking into account the scale of exposure to the collaboration it is likely that the overall effect of philanthropic collaboration remains lower than the benefits from

transactional stage causing the benefits to grow constantly when moving from along the collaboration continuum. But what can be deducted from the high level of benefits received on the philanthropic stage is that it can be extremely favourable for small and medium sized companies with smaller budgets to engage in philanthropic collaboration which somewhat contradicts with Zinger (2010) who suggest also small businesses to move away from philanthropic collaboration as fast as possible. But with the evidence from this research, it can be suggested that small companies which cannot afford to engage in large scale integrative collaboration could be able to create as favourable response as integrative collaboration but with a smaller budget and for smaller audience in the philanthropic stage. Although it is yet to be determined whether the exposure and information on the philanthropic stage is too small to even cover for the expenditure of the collaboration, but response from the informed customer seems to be very favourable.

From viewpoint of larger companies, this also does not mean that businesses that are currently engaging in integrative collaboration should retreat to only philanthropic relationship, due to the above-mentioned reasons. Companies that are able to fully engage in integrative collaboration with sport are likely to receive higher overall impact on their collaboration than on the philanthropic stage. This is higher overall impact is also possible due to the high level of additional value created in the collaboration which has been discussed by Austin (2000), and Seitanidi (2014). Also, the fact that highest incentive for individual customers to try or buy collaborating company's products was also achieved on the integrative stage of collaboration which should make companies tempted to evolve their collaboration with sport entities to reach the integrative stage.

Overall, this information helps both; sport organisations and businesses to understand what kind of effect a collaboration between them can have on consumers attitudes towards the businesses. Sport organisations can use this information on acquiring new business partners and understand their own value in the collaboration, so they do not undersell themselves and the collaboration will be fair for both sides. Businesses will also benefit from this information by understanding what kind of actions are required in order to gain the benefits they are looking for. By understanding the collaboration stages and having a clear vision on which stage the company should engage in

collaboration, the collaboration continuum will help to understand the concrete actions required for successful partnership.

Further research on the field is also necessary to fully understand this phenomenon. As suggested by Austin and Seitanidi (2012b), it is important to further disclose how the two partners in cross-sectoral collaboration view their own and others costs and benefits. This is an area where this research also tries to contribute to the understanding of benefits for the business partners. This is important since a larger understanding of the costs and benefits for both counterparts help the partners to avoid any kind of exploitation and possibly help to maintain the relationship healthy for a longer time. Secondly, although this research shed a light upon how benefits form on different stages of collaboration it is still important to conduct further research that especially take into consideration the amount of exposure on the different stages of collaboration and all in all more comprehensive analysis of this is needed. This is also recognized by Austin and Seitanidi (2012a) as a need to identify what types of values are associated with each stage of collaboration where this research only concentrated on three different types of benefits. It is highly likely that there are a lot of value for companies in collaboration which was not covered in this research at all. Social benefits are a difficult concept and creating value on social actions depends a lot of the target audience and their attitudes. Creating social and economic value for a company as a result of action such as cross-sectoral collaboration puts up a lot of difficult choices for business managers, but with the current tools and research it is possible to make continuously better and more effective decision on that field.

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6. APPENDICES

6.1. Questionnaire Structure

Thesis Survey

Case 1:

Company X is a local producer of groceries and has donated 5000€ to support a football club to host a youth tournament. The company X was mentioned in the football tournament's leaflet and website as a contributor.

1. This sponsorship would: *

Make me feel more favorable towards the sponsor

| | | | | | | |
|----------|---|---|---|---|---|-------|
| Disagree | | | | | | Agree |
| 1 | 2 | 3 | 4 | 5 | 6 | |

Make me consider sponsor's products

| | | | | | | |
|----------|---|---|---|---|---|-------|
| Disagree | | | | | | Agree |
| 1 | 2 | 3 | 4 | 5 | 6 | |

Improve my perception of the sponsor

| | | | | | | |
|----------|---|---|---|---|---|-------|
| Disagree | | | | | | Agree |
| 1 | 2 | 3 | 4 | 5 | 6 | |

Make me like the sponsor more

| | | | | | | |
|----------|---|---|---|---|---|-------|
| Disagree | | | | | | Agree |
| 1 | 2 | 3 | 4 | 5 | 6 | |

Make me more likely to buy from the sponsor next time

| | | | | | | |
|----------|---|---|---|---|---|-------|
| Disagree | | | | | | Agree |
| 1 | 2 | 3 | 4 | 5 | 6 | |

2. In my opinion: *

The sponsor thinks that the club needs support

| | | | | | | |
|----------|---|---|---|---|---|-------|
| Disagree | | | | | | Agree |
| 1 | 2 | 3 | 4 | 5 | 6 | |

This sponsor has the interest of the sport at heart

Disagree

Agree

1 2 3 4 5 6

This sponsor would probably support the cause even if it had a lower profile

Disagree

Agree

1 2 3 4 5 6

3. How would this change my attitude towards the sponsor

Dislike

Like

-2 -1 0 1 2

4. How often do you watch sports? *

Daily

4 - 6 Times a week

1 - 3 Times a week

Very rarely

5. How many times a week do you notice sponsorship in sports? *

7+

4-6

1-3

Very rarely

6. How many times a week do you engage in physical activity? *

Daily

4 - 6 Times a week

1 - 3 Times a week

Very rarely

Case 2:

Company X is a domestic producer of groceries and has signed a one-year contract for 100 000€ with a football club that competes on a highest national level. In return company X receives company logos on the players' jerseys and large banners to the club's home stadium, which will gain exposure through tv broadcast from the matches

7. This sponsorship would: *

Make me feel more favorable towards the sponsor

Disagree Agree

1 2 3 4 5 6

Make me consider sponsor's products

Disagree Agree

1 2 3 4 5 6

Improve my perception of the sponsor

Disagree Agree

1 2 3 4 5 6

Make me like the sponsor more

Disagree Agree

1 2 3 4 5 6

Make me more likely to buy from the sponsor next time

Disagree Agree

1 2 3 4 5 6

8. In my opinion: *

The sponsor thinks that the club needs support

Disagree Agree

1 2 3 4 5 6

This sponsor has the interest of the sport at heart

Disagree Agree

1 2 3 4 5 6

This sponsor would probably support the cause even if it had a lower profile

Disagree Agree

1 2 3 4 5 6

9. How would this change my attitude towards the sponsor

Dislike Like

-2 -1 0 1 2

10. How accurately these statements describe your personality *

I tend to work harder when I'm competing against other people

False Partly False Neutral Partly True True

I like situation where there is a winner I like competitive situations

False Partly False Neutral Partly True True

I like the feeling I get from winning

False Partly False Neutral Partly True True

I like to learn about new things

False Partly False Neutral Partly True True

I enjoy the feeling I get from mastering a new skill

False Partly False Neutral Partly True True

I like to perform to the best of my abilities

False Partly False Neutral Partly True True

The most important thing is to win

False Partly False Neutral Partly True True

In our society it's the winner who gets ahead

False Partly False Neutral Partly True True

Case 3

Company X is a domestic producer of sports equipment and engages in a collaboration in which the company provides sporting equipment for a local football club and uses data from the players to develop their products in order to provide best solutions for players and consumers. Company also provides monetary support to the club and receives the right to use club's logo and name in marketing their products and similar exposure than in case 2. [Shirt logos and banners] The total expenditure of this collaboration is around 1 000 000€

11. This sponsorship would: *

Make me feel more favorable towards the sponsor

Disagree Agree

1 2 3 4 5 6

Make me consider sponsor's products

Disagree Agree

1 2 3 4 5 6

Improve my perception of the sponsor

Disagree Agree

1 2 3 4 5 6

Make me like the sponsor more

Disagree Agree

1 2 3 4 5 6

Make me more likely to buy from the sponsor next time

Disagree Agree

1 2 3 4 5 6

12. In my opinion: *

The sponsor thinks that the club needs support

Disagree Agree

1 2 3 4 5 6

This sponsor has the interest of the sport at heart

Disagree Agree

1 2 3 4 5 6

This sponsor would probably support the cause even if it had a lower profile

Disagree Agree

1 2 3 4 5 6

13. How would this Change my attitude towards the sponsor?

Dislike Like

-2 -1 0 1 2

14. Which case would be the best approach for a company (Rank from 1-3, 1 being the best)

| Case | Rank |
|--------|------|
| Case1 | X |
| Case2 | X |
| Case 3 | X |

15. Age?

| |
|--|
| |
|--|

16. Gender?

Male Female Other I prefer not to say

